



FIRST SIXTY DAYS



Purpose

To prepare squadron commanders for their first sixty days of command.

Description

This primer provides information to assist new squadron commanders getting started.

Employ

Pre-Command

- Meet with the outgoing commander, but do not do this in the unit.
- Discuss "state of the squadron" and key personnel issues.
- Take all for information and don't pre-judge.

Change/Assumption of Command

- For the incoming commander, keep your acceptance words a minimum; less than twenty five words is perfect. This is not the time to talk about your goals, expectations, and intent. If there's a formation, your "speech" will get old real fast and lose its impact.

"I'm honored to have this opportunity to take command of this outstanding organization. I look forward to meeting you and your families."

First Day/Week

- Meet with squadron leadership, officer and enlisted, to provide unit vision and expectations.
- Conduct your first Commander's Call. Now is the time to give your Commander's Intent. A Commander's Intent is used to explain to unit's members your desired end state; that is, what needs to be accomplished in order to achieve success.
- Set goals, both squadron and individual.
- Describe acceptable and unacceptable behavior with clear examples.
 - Discuss your Rules-of-Engagement: Adhere to Air Force Core Values, respect for one another, no tolerance for sexual misconduct, communication, the key to success, timeliness and accuracy of products.

First Week/Month

- Conduct your initial feedbacks. Reinforce individual expectations from your first day.
- Meet your people. Let them talk and tell you about themselves.

First 60 Days

- Communicate, communicate, communicate.
 - Get out from behind your desk. Don't lead by e-mails.
 - Lead productive meetings. Get rid of or change unproductive ones.
 - Don't start making big changes in the first sixty days of your command.
 - A "thanks" goes a long way: End-of-the-day is great as is the end-of-the-week.
 - Hold people accountable: You've given expectations, now ensure follow-up.
 - Schedule time for yourself. Let everyone know when this is and close the door.
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